

S E C R E T

OFFICE OF COMMUNICATIONS

STRATEGIC PLAN

1983-1992

I. INTRODUCTION

This is an abstract of the Strategic Plan of the Office of Communications (OC) for 1983-1992, which forwards the objectives, goals, desires and expectations of the Director of Communications (D/CO). This Plan provides guidance to line managers and sets forth the ideals and values for the Office. A complete Strategic Plan has been furnished to the DDA. []

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The goal for the end of the decade is to make the Office of Communications a better organization providing high-quality service to its customers; to have that organization meet its objectives and the objectives of its work force by providing satisfactory conditions to employees and advancement for its people; and, to have the intellectual curiosity to dare to try new approaches and new ideas without abandoning the roots of our past. The perception of the Office of Communications as a group of dedicated professionals, willing to accept new ideas and able to perform successfully in a new environment, must be enhanced. []

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II. ASSUMPTIONS

The decade of the 1980's will be challenging and turbulent. There will be unexpected and unprecedented requirements to satisfy under varying operational conditions which will demand innovative approaches as well as traditional solutions. []

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Our managerial concepts will become more fluid as resource constraints become tighter. Identification and satisfaction of requirements, through discriminating selection of personnel and systems, are paramount. New initiatives that enhance service to the Agency and contribute to the Office's knowledge will be required. []

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As an organization, OC will meet its responsibilities to its people by ensuring a healthy and challenging working environment, and providing opportunities for its employees to achieve their personal and professional goals. []

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III. GOALS

The Agency is dependent upon a responsive and reliable communications capability. Our current communications network is old and the ADP systems and general message handling requirements are overtaking our capability to support them. In order for the Office to improve its service profile, we must remain flexible and adaptive, keep pace with changes in technology, imaginatively apply those changes to meet our requirements, adapt new managerial approaches, establish new programmatic and personnel initiatives and enhance our decision making process. []

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Our work force must have the skills required to meet our mission. Technical training must be expanded to allow each employee the opportunity to realize his or her fullest potential and maximize their contribution. The refreshment of the managerial ranks is a basic concern. The work environment must be challenging, fair, and as pleasant as possible. Rewards should match those available to others in similar conditions and doing similar work. []

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Security is a fundamental concern. We will use the best, most efficient, and most secure systems and procedures to protect the Agency's information. []

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Our inter-relationships with other organizational entities will be strengthened and efforts will be undertaken to make those bonds more effective and efficient. []

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IV. OBJECTIVES

The following objectives outline the Office's initiatives and courses of action for the mid- and long-term:

MANAGEMENT

- *Ensure responsiveness to Agency guidance and requirements.
- *Apply modern managerial techniques.
- *Maintain relationships with the Intelligence Community.
- *Encourage intellectual curiosity.
- *Ensure availability of requisite resources

PERSONNEL

- *Improve the processes for selection and qualification.
- *Ensure that skills training is available.
- *Provide opportunity, job enrichment and challenge in the work environment.
- *Identify, select and challenge future managers.
- *Implement an effective and fair evaluation system.
- *Recruit to maintain full staffing in all disciplines.
- *Take affirmative action for recruitment of minorities.
- *Improve entrance-on-duty, cover and rotational processing procedures.

SERVICE

- *Modernize our existing network.
 - *Expand the network.
 - Carrier system.
 - Information processing system.
 - Metropolitan connectivity.

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- *Improve the capability to support unconventional, clandestine, liaison and NOC communications.
- *Automate field records communications functions.
- *Maintain a comprehensive communications security program.
 - *Expand the threat and vulnerability assessment.
 - *Enhance the security of IH systems through technology.
 - Initiate electronic distribution (overseas and domestic).
 - Resolve problems with secure storage.
 - *Develop emergency destruction and sanitization procedures.
 - Develop techniques to protect IH devices.
 - Develop threat and vulnerability profiles for IH locations.
 - Ensure that IH systems meet emanations and transmission security standards.
- *Administer a safety and health program.
- *Ensure the survivability of telecommunications service under stress conditions.
 - *Distribute the network's transmission and switching resources.
 - *Provide alternate capabilities Headquarters.
 - *Distribute message handling functions of Headquarters Signal Center.
 - *Improve emergency/off-site communications.
- *Provide secure voice and conventional telephone service.
 - *Complete HSTS.

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*Expand the KY-70/71 network.

*Support the metropolitan area secure voice radio system.

*Provide new Electronic

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V. FIRST-YEAR SCHEDULE

The schedule of activities for FY-84 will progress in the following three areas:

MANAGEMENT

*OC will provide service in a prompt and efficient manner.

*OC will anticipate requirements and adopt improved mechanisms for coordination.

*OC will emphasize emergency planning and contingency preparedness.

*OC will increase productivity and improve cost-effectiveness.

PERSONNEL

*OC-AMD will work with OP to move to bring the Office to full strength.

*OC-AMD will continue to train employees in current systems and move aggressively into training for the modernization program.

SERVICE

*OC will provide a level and quality of service to the Agency, IC and DTS which is as near our current service as can be accomplished with the available resources.

*OC will continue the significant modernization effort known as the Recapitalization Program. This Program has specific, broad-based support. Planning for this is continuing and maturing. FY-84 funding levels are established.

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VI. RESOURCE IMPLICATIONS

Enhancements to the Recapitalization Program could be achieved with added resources as separately documented. Meeting unanticipated requirements or unexpected opportunities will be addressed as necessary.

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APPROVED:

31 OCT 1983

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Acting Deputy Director for Administration

Date

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DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
 OBJECTIVE STATEMENT: Management
 SIGNIFICANT FUNDING AMOUNT: \$ None
 DATE SUBMITTED: October 14, 1983

O-Scheduled
 X-Actual
 FY-84

ACTIVITIES PLANNED	1				2				3				4			
	O	N	D	J	F	M	A	M	J	J	A	S				
	c	o	e	a	e	a	p	a	u	u	u	e				
	t	v	c	n	b	r	r	y	n	l	g	p				
<u>MANAGEMENT</u>																
*OC will provide service in a prompt and efficient manner.																0
*OC will anticipate requirements and adopt improved mechanisms for coordination.																0
*OC will emphasize emergency planning and contingency preparedness.																0
*OC will increase productivity and improve cost-effectiveness.																0

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DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
 OBJECTIVE STATEMENT: Personnel
 SIGNIFICANT FUNDING AMOUNT: \$ None
 DATE SUBMITTED: October 14, 1983

O-Scheduled
 X-Actual
 FY-84

ACTIVITIES PLANNED	1				2				3				4			
	O	N	D	J	F	M	A	M	J	J	A	S				
	c	o	e	a	e	a	p	a	u	u	u	e				
	t	v	c	n	b	r	r	y	n	l	g	p				

PERSONNEL

*OC-AMD will work with OP to move to bring the Office to full strength. 0

*OC-AMD will continue to train employees in current systems and move aggressively into training for the modernization program. 0

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DDA/OC STRATEGIC PLAN

OFFICE OF COMMUNICATIONS
 OBJECTIVE STATEMENT: Service
 SIGNIFICANT FUNDING AMOUNT: FY-84 Budget
 DATE SUBMITTED: October 14, 1983

O-Scheduled
 X-Actual
 FY-1984

ACTIVITIES PLANNED	1	2	3	4
	O N D	J F M	A M J	J A S
	c o e	a e a	p a u	u u e
	t v c	n b r	r y n	l g p

SERVICE

*OC will provide a level and quality of service to the Agency, IC and DTS which is as near our current service as can be accomplished with the available resources.

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*OC will continue the significant modernization effort known as the Recapitalization Program. This Program has specific, broad-based support. Planning for this is continuing and maturing. FY-84 funding levels are established. Equipment identification is progressing.

	0	25X1
Leased Lines	0	
High Frequency Radio	0	
Terminal and Cryptographic	0	
Metropolitan Distribution	0	
Emergency Communications	0	
Headquarters Message Handling	0	
Domestic	0	25X1
Secure Voice	0	
Site Preparation	0	
Maintenance	0	
Training	0	
	0	25X1

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